

DETERMINATIVE IMPACT OF EMPLOYER ATTRACTIVENESS DIMENSIONS OF EMPLOYER BRANDING ON EMPLOYEE SATISFACTION IN THE BANKING INDUSTRY IN INDIA

Jasveen Kaur^{*} and Ginni Syal^{}**

ABSTRACT

This research study focuses on identifying the different aspects of employer attractiveness dimensions that have significant impact on satisfaction of bank employees leading to strong employer (banks) brands from employees' perspective in the banks in India. For accomplishing research objectives, questionnaire technique has been administered to 209 bank employees (managerial staff) from three regions Malwa, Majha and Doaba of Punjab state represented by Ludhiana, Jalandhar, and Amritsar cities respectively. The regression results have demonstrated that out of the four independent variables, three factors i.e. HRDV, OCDV, HRMV are significant determinants and one factor HRWV is having insignificant impact satisfaction of bank employees. It can, therefore, be concluded that effective employer brand is essential for satisfying its existing workforce. A strong internal as well as external branding by banks help them to influence the employees delivery of promised brand with the assumption of employees being happy with the organisation as effective employee relationship management (ERM) results in efficient customer relationship management (CRM). However, there is the need for employers to measure, analyse and position their employer brand to the job market where they will keep their existing workforce contented and exultant and can also attract the potential workforce, because more the employees are aligned towards their brand's values, they are more likely to find their own meaning at work and enhance the brand's value.

KEYWORDS: Employer Attractiveness, Employer Branding, Bank Employees Satisfaction, Service Delivery, Employee Relationship Management, Customer Relationship Management.

INTRODUCTION

Employer Attractiveness: In the globalized era, every organisation wants to have the best, talented and skilled human resource around the corner (Knox, S. and Freeman, C., 2006).

^{*} Associate Professor, University Business School (UBS), Guru Nanak Dev University, Amritsar-143005, Punjab.
E-mail: drjasveenkaur7@gmail.com

^{**} Research Scholar, University Business School (UBS), Guru Nanak Dev University, Amritsar-143005 Punjab.
E-mail: ginnisyalgndu@gmail.com

Employers want to build up their service brand in the form of employees. Service employees have been an essential figure for delivery of brand promise at each service encounter (Punjaisri et al., 2009). Therefore, it has become essential to retain the current employees and acquire the new talent. Hence, employer brand provides organisations with an added advantage to successfully attract and retain talented staff. Berthon et al. (2005) came up with the notion of employer attractiveness. He stated that the more attractive an employer is perceived to be by potential employees, the stronger is the particular organisation's brand equity. Brand value correlates with employees values, attitude and behaviour through internal communication and brand identification, thus, promising a smooth working of the organisation (Boyd & Sutherland, 2006).

Brand Value of Bank Services: A brand conveys the value proposition- the totality of the organisation's culture, systems, attitudes and employer-employee relationship along with encouraging the workforce to embrace and share goals for success and satisfaction both on personal and professional level (Dawn & Biswas, 2010). Gone are those days, when branding had only been oriented towards tangible assets, but with the change in global market scenario emphasis has been shifted towards service oriented facilities. Therefore, it has become necessary to build a differentiated and successful service brands by the service organisations (Balmer, 2001). The better the services offered to the people, the better are the results for service organisation. But the efficient service delivery is fully dependent upon the human resource (employees) of the organisation.

Bank Branding: With rapid development in the number of banks and technological orientation, it has become indispensable for the bank employers to build a strong identification of their own. Thus, successful and stable branding of banks requires committed as well as satisfied employees (Wallace et al., 2013). A committed employee can bring difference in the service to be delivered by him. The service marketing triangle promoted by various authors (Mohr & Bitner, 1995; Gronroos, 1990; Kotler, 1994) has also emphasised the importance of keeping the brand promise that is proposed to the customers and delivering that promise depends upon employees, who during service encounters, determine whether the promise has been kept or broken (Punjaisri et al., 2009). Thus, highly committed, satisfied and loyal employees are more likely to fulfil their brand promise because they are emotionally attached to the organisational brand (Thomas, de Chernatony, Arganbright & Khan, 1999). Employer branding provides a support for bank employer's growth and career management (Backhaus & Tikoo, 2004). It also helps in facilitating and discovering weaknesses of bank employers and helps an organisation to pinpoint and develop the areas that are most valuable in motivating employees (Bergstorm et al., 2001). Hence, by focusing on building employer brands and enhancing bank employers' appeal to talented workers with scarce and vital skills, organisation can position them to win lasting competitive advantage in the talent market place (www.manpowergroup.com). The current employees are the source of referrals for the potential employees. The positive word of mouth of employees lends a hand for the organisation to attract the new and retain existing talent.

Employee Satisfaction: Building and maintaining strong corporate reputations and corporate brands has become more important to organizations in all sectors of developed and developing economies, particularly as they struggle with the problem of employee satisfaction and retention (Martin et al., 2009). Numerous studies show that satisfied employees are highly motivated, have good morale at work, and work more effectively and efficiently (e.g. Eskildsen and Dahlgaard, 2000). They are also more committed to continuous improvement and to quality. In an effort to retain satisfied employees with high levels of brand delivery, companies try to foster their employees with higher salary and compensation packages, positive organizational culture and climate, recognition and appreciation (Kurt and Birgit, 2006). Although the organisations intend to communicate an idea of brand through its signs and symbols, but the power of brand (employer brand) lies in giving employees the freedom to use their imaginations within the set constraints of the organisation's values (Ind, Nicholas, 2004). When the employees internalise the brand values, they will consistently deliver on the brand promise across all the contact points (Punjaisri et al., 2007). Therefore, the organisations have started on the process of encouraging the employees to live the brand so that they are satisfied and able to relate themselves with the brand and keep positive attitude towards the brand.

LITERATURE REVIEW & FRAMEWORK

Employer Branding: Employer branding represents a firm's effort to promote both internal and external value, and provide a clear view of what makes it different and competitive as an employer. When employer branding has been studied from the service organisation's point of view, it has been supported with theoretical background, which provided that potential employees associate themselves with employer brand according to their needs, capabilities and values. The better the match between values of the firm and values of the individual, the more likely is the individual to be attracted towards the organisation as opined by Backhaus & Tikoo (2004). Based on the theoretical framework, Berthon et al. (2005) have developed a 25-statement employee attractiveness scale to highlight the similarity between employer brand and internal marketing concept. The scale has provided a foundation for measuring responses of existing and potential employees. Roy (2008) has identified eight dimensions of attractiveness of an employer brand in the Indian context using the scale developed by Berthon et al. (2005) and has identified significance of eight dimensions of attractiveness on well-known Indian companies. The author has viewed that out of eight dimensions, application value, interest value, social value, and career opportunities have been found to have significant effect on the five selected Indian companies.

Yaquib et al. (2011) have concluded that employer branding and talent management have a relationship with organizational attractiveness. It is considered as an important element because organisations have to adopt certain practices to keep their prestigious position in the employer market. The repute of the organizations always makes employees highly prominent and people prefer to work in such organisations. The organisational image and organizational identity are

associated with applicant's attractiveness and employee identification which help bank employees to relate them with the organisational values.

Employee Behaviour, Attitude and Satisfaction: Image of the employer is mostly affected by the attitude of employees and attitude of employees determine their satisfaction level from the job. It is must for the organisation to have a match between employees' value and what brand delivers. Dawn & Biswas (2010) has suggested that employer branding can be affected by four employee values namely, social value, interest value, development value and economic value, which in turn influences employee satisfaction. Schlager et al. (2011) have investigated the whole concept of the employer brand by considering current as well as potential employees as they helped in creating the service brand. It has been found that employees' evaluation of working with an employer influences his or her attitude towards the employer. Positive attitude of bank employees determine the higher level of satisfaction. In another study, Priyadarshi, P. (2011) has concluded that employee attitude and behaviour towards organisation depends upon the brand image of the employer. Organisations with strong employer brand reduce the cost employee acquisition, improve employee relations, and increase employee retention.

The empirical results support that a strong employer brand enables companies to influence current as well as prospective employees. Therefore, with the growing need of attracting and retaining the current and potential employees, the concept of employer brand has gained a huge importance. Although recent studies shed insight into the role of dimensions of employer attractiveness of employer branding in other services industries, but no valuable light has been thrown in banking sector on this dimensions of employer attractiveness of employer branding.

RATIONALE & OBJECTIVES OF THE STUDY

The above discussion creates the need to study the perception of employees working in the banks towards the various attractiveness dimensions of employer branding. Hence, this exploratory study is an attempt to highlight the dimensions of employer attractiveness, which may have a significant impact on the satisfaction level of employees in Indian banking context.

The objectives of this empirical study focuses on identifying the different aspects of employer attractiveness dimensions that have significant impact on satisfaction of bank employees and which lead to determination of strong employer (banks) brands from employees' perspective in the banking industry in India.

RESEARCH METHODOLOGY

Sample and Data Collection: The universe of the study has been comprised of relevant data collected from the bank employees working in public sector, private sector and foreign banks

from the Punjab state. The banks composition comprised of 12 public sector banks, 7 private sector banks and 5 foreign banks. The selection of the banks was made based on the survey conducted by KPMG (Klynveld Peat Marwick Goerdeler) Survey 2013 that was published in Business Today. (special coverage-Business Today; www.businessstoday.in/specials). KPMG survey has categorised banking industry into public sector, private sector and foreign banks based on their size, growth and strength parameters.

The three regions of the Punjab state Malwa, Majha and Doaba i.e. represented by Ludhiana city, Amritsar city and Jalandhar city respectively have been selected as sample for data collection. These cities have been the major contributors of income to the Punjab and hence, have been selected as representative cities for data collection. To serve the objectives of the study, data has been collected from sample size of 209 respondents from three different sectors of banks. The respondents (banks' managerial staff) have been belonging to different age groups and education level, selected on the basis of randomized-sampling technique. The research methodology includes the primary data, which has been collected through structured questionnaire. Among the 250 questionnaires distributed in different banks, a total of 209 questionnaires have been returned and found usable, accounting for the 83.6 percent response rate. The questionnaire contained 27 statements with specifying set of alternative responses with respect to perception of the employees regarding their satisfaction level towards employer attractiveness dimensions of employer branding. The respondents have been required to select an alternative that closely reflected their choice on 7-point Likert scale regarding their degree of the satisfaction or dissatisfaction.

SPSS (18.0) has been used to compute and analyze the data. The data has been analyzed with the help of descriptive statistics, exploratory factor analysis and regression analysis. Items in the demographic information have been used to yield descriptive information of the respondents (as shown in Table 1). The demographic profile has included responses from bank employees on different categories such as gender, age, education and banks. The sample has been comprised of 75.1percent i.e. 157 males and 24.9 percent i.e. 52 females. 74.6 percent i.e. 156 respondents has been between the age group of 25-34 years, 7.7 percent i.e. 16 respondents has been under the age of 35-44, 8.1 percent i.e. 17 respondents has been between the age group of 45-54 and 9.6 percent i.e. 20 respondents has been between the age group of 55 & above. 33 percent i.e. 69 bank employees have been graduates, 63.2 percent i.e. 132 bank employees have been post-graduates and 3.8 percent i.e. 8 bank employees belongs to other categories. Concerning to the banks, 45.9 percent i.e. 96 respondents belonged to public sector, 39.7 percent i.e. 83 respondents belonged to private sector, whereas, 14.4 percent i.e. 30 respondents belonged to foreign banks. The response rate for foreign banks has been less because of low concentration of foreign banks in the Punjab state.

Table 1: Descriptive analysis

Variable	Categories	No. of Respondents	Percentage
Gender	Male	157	75.1
	Female	52	24.9
Age (in years)	25-34	156	74.6
	35-44	16	7.7
	45-54	17	8.1
	55& above	20	9.6
Education	Graduate	69	33
	Post-graduate	132	63.2
	Any other	8	3.8
Bank	Public Sector	96	45.9
	Private Sector	83	39.7
	Foreign Banks	30	14.4
Number of Banks	Public Sector	12	50
	Private Sector	7	29.2
	Foreign Banks	5	20.8

Source: Authors' own estimation

Measurement: At the outset, before examining it quantitatively, the research issues in the study have been examined qualitatively through observation and in-depth personal interviews with the respondents i.e. bank employers and employees. Also, opinion survey of experts has been done to check the content validity of the instrument. To satisfy the research objectives, the primary data has been collected with the help of modified employer attractiveness scale. Earlier the scale has been used by Berthon et al. (2005). The new revised scale of employer attractiveness by Roy (2008) has been determined on five industries. The scale is known as modified employer attractiveness scale because 4 factors of employer attractiveness of employer branding have been extracted from 27 variables as opposed to earlier scale, where eight factors from twenty-seven attributes had been extracted. In this way, an attempt has been made to validate this modified scale for banking industry in India, more specifically for the Punjab state.

Limitations of the Study: This study has limitation of time and cost. Further, the results of the study have been restricted to the sample selected and dimensions used. Since the results have been largely dependent on the responses of the respondents, hence, subjectivity in responses cannot be ruled out. Due to workforce diversity among employees in banks on regional basis in India, variation may occur in responding to the employer attractiveness dimensions of employer branding. The focus of this research has been on only one aspect of employer branding i.e. employer attractiveness; hence, other parameters if considered shall give different results. Because of these limitations, the results may not be fully applicable on overall banking industry.

DATA ANALYSIS AND INTERPRETATION

Data has been analysed and interpreted under following sections naming factor analysis using principal component analysis to extract factors and further regression analysis has been employed to know the significant impact of various employer attractiveness factors of employer branding on bank employees satisfaction in India.

Principal Component Analysis: Table 2 shows principal component factor analysis where a Varimax rotation has been employed and four factors have emerged with Eigen values being greater than one. The results from the four factor solution indicate 27-statements that have factor loadings above 0.45.

An exploratory factor analysis has been used to test the construct validity as well as to find out whether to proceed with regression analysis (with regard to multicollinearity in data). Eigen values for each dimension and factor loadings have indicated that it is quite appropriate to proceed with the regression analysis and to examine the relationship between employer attractiveness aspects of employer branding and employee satisfaction (refer Table 3). The reliability of sample has been satisfactory with Cronbach Alpha estimate equal to 0.927. To determine the adequacy of the data, KMO has been calculated, whose value comes out to be .936. This reflects that the sampled data has been sufficient to proceed with the factor analysis. After employing principal component analysis, following factors, namely Human Resource Development Value (variance explained 26.618 percent), Organisational Culture & Development Value (variance explained 22.461 percent), Human Resource Motivation Value (variance explained 13.696 percent), and Human Resource Welfare Value (variance explained 9.765 percent), have explained 72.540 percentage of cumulative variance which explicate that the above mentioned factors of employer attractiveness dimensions of employer branding has influence on employee attitudes and behaviour which results in employee satisfaction.

Table 2: Principal Component Analysis

Rotated Component Matrix				
	Component			
	1	2	3	4
An above average basic salary	.739	.235	.199	.139
An attractive overall compensation	.735	.230	.302	.058
Happy work environment	.729	.420	.149	.256
Hands on inter-departmental experience	.699	.431	-.097	.215
A springboard for future employment	.698	.314	.261	.193
Feeling good about yourself	.671	.359	.336	.210
Gaining career enhancing experience	.666	.185	.237	.369
Feeling more self-confident	.641	.300	.280	.389

Continued...

Opportunity to teach others what you have learned	.613	.225	.279	.379
Humanitarian organisation-gives back to the society	.581	.269	.259	.406
Opportunity to apply what was learned in tertiary organisation	.579	.428	.124	.337
The organisation produces innovative products and services	.254	.859	.058	.244
The organisation produces high quality products and services	.292	.824	.181	.241
An ethical banking organisation	.245	.734	.246	.233
Innovative employer	.445	.698	.362	.038
The organisation both values and make use of your creativity	.492	.667	.328	-.071
The organisation is customer oriented	.222	.634	.379	.405
Working in an exciting environment	.502	.603	.421	.012
Strong and clear company culture	.515	.584	.218	.226
Supportive and encouraging colleagues	.230	.248	.834	.156
Having good relationship with your colleagues	.123	.102	.831	.325
Recognition/Appreciation	.412	.486	.564	.018
A fun working environment	.502	.395	.507	.045
Having good relationship with your superiors	.326	.219	.481	.420
Job security within the organisation	.237	.126	.223	.741
Good promotion opportunities	.437	.494	.028	.495
Acceptance and belonging	.423	.411	.338	.463

Source: Authors' own estimation

Table3: Factor analysis- Employer attractiveness dimensions of employer branding

F. no.	Factor	Variables	Eigen Values	Variance Explained (%)
F1	Human Resource Development Value	S3, S4, S5, S6, S16, S17, S18, S22, S23, S24, S25,	15.637	26.6
F2	Organisational Culture & Development Value	S10, S11, S12, S13, S14, S20, S26, S27	1.525	22.46
F3	Human Resource Motivation Value	S1, S2, S7, S8, S9	1.416	13.69
F4	Human Resource Welfare Value	S15, S19, S21	1.008	9.765

Source: Authors' own estimation

Regression Analysis: As explained above, four factors have been identified through exploratory factor analysis, which represent employer attractiveness dimensions of employer branding. On

the basis of these four factors, four null hypotheses have been formed. It has been investigated that whether these dimensions have a significant impact on satisfaction of bank employees or not.

H0₁: Human Resource Development Value has insignificant impact on bank employees' satisfaction.

H0₂: Organisational Culture & Development Value has insignificant impact on bank employees' satisfaction.

H0₃: Human Resource Motivation Value has insignificant impact on bank employees' satisfaction.

H0₄: Human Resource Welfare Value has insignificant impact on bank employees' satisfaction.

The hypotheses formulated above have been empirically tested by employing linear regression model.

$$ES = \alpha + \beta_1HRDV + \beta_2OCDV + \beta_3HRMV + \beta_4HRWV + \varepsilon$$

Where, ES represents bank employees' satisfaction as dependent variable. F1 represents Human Resource Development Value (HRDV), F2 represents Organisational Culture & Development Value (OCDV), F3 represents Human Resource Motivation Value (HRMV), and F4 represents Human Resource Welfare Value (HRWV). All these are considered as independent variables. Also, ε is taken as the error term, α denotes the regression constant and $\beta_1, \beta_2, \beta_3, \beta_4$, are regression coefficients. Regression has been employed using weighted average scores of different factors. Weighted average scores have been calculated both for dependent variable as well as independent variables. Regression results have been shown in below tables.

F-value of the model has been found to be significant (refer table 4) showing that model is best fit to use and model is significant in explaining 53.0 percent variation in the dependent variable (refer Table 5).

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	199.858	4	49.964	57.439	.000 ^a
	Residual	177.453	204	.870		
	Total	377.311	208			

Source: Authors' own estimation

Table 5 shows that $R^2 = 53.0$ percent and Adjusted R^2 (adjusted for d.f.) = 52.0 percent, which means existing model has explained 52.0 percent variance in dependent variable that has been

caused by independent variables. Remaining percentage of unexplained variation in dependent variable may be due to extraneous factors, which have not come under the preview of the present research study.

Table 5: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.530	.520	.93267

Source: Authors' own estimation

To check for the presence of multicollinearity in the data, VIF statistics have also been computed. VIFs of all the independent variables have been found to be lesser than 10, suggesting no violation of the assumption of multicollinearity (refer Table 6).

Table 6: Coefficients and collinearity statistics

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.220	.343		6.480	.000		
	HRDV	.683	.106	.644	6.468	.000***	.233	4.296
	OCDV	.362	.090	.366	4.027	.000***	.279	3.586
	HRMV	-.242	.091	-.211	-2.647	.009***	.363	2.757
	HRWV	-.121	.097	-.104	-1.241	.216	.326	3.070

Source: Authors' own estimation

Note: *** indicates significant at 1% level.

The regression results demonstrate the impact of four employer attractiveness factors representing employer branding on bank employees satisfaction has been reported in Table 6. Out of the four independent variables, three have been found to be significant determinants of the employee satisfaction. HRDV ($\beta = .683$, $p = .000$); OCDV ($\beta = .362$, $p = .000$); HRMV ($\beta = -.242$, $p = .009$) have been found to be significant at 1 percent level of significance. However, HRWV ($\beta = -.121$, $p = .216$) has been found to be insignificant.

In Table 6, based on the standardized Beta estimates, HRMV ($\beta = .644$) emerged as the most important dimension which has highest impact on the employee satisfaction, followed by OCDV ($\beta = .366$), and HRMV ($\beta = -.211$) and least is HRWV ($\beta = -.104$).

Table 7 shows that three out of four hypothesis of employer attractiveness dimension related to employer branding have been rejected whereas one hypothesis has been accepted. The three dimensions HRDV, OCDV and HRMV explain 52 percent variation in the dependent variable employee satisfaction.

Table 7: Summary of regression results

H0	Results
H0₁ : HRDV has insignificant impact on employee satisfaction.	May not be accepted
H0₂ : OCDV has insignificant impact on employee satisfaction.	May not be accepted
H0₃ : HRMV has insignificant impact on employee satisfaction.	May not be accepted
H0₄ : HRWV has insignificant impact on employee satisfaction.	May be Accepted

The results have shown that if employees get good personal development and career development opportunities in a happy work environment, they feel contented and satisfied while working with bank and continue to remain in their existing bank. The results have showed that factor one i.e. Human Resource Development Value has most significant impact on satisfaction of bank employees. Employees consider good salary, compensation, and their personal growth as source of self-satisfaction. Further, employees consider that if they are given opportunities to apply their experience, skill and knowledge to do their work and also given a chance to teach fresh recruits the skills and techniques of working, motivate them to work efficiently, which boosted their confidence level and contentment level. Organisational Culture and Development Value has been found to be affecting satisfaction level of bank employees. It has been observed that employees always wanted that their organisation should have ethical and strong company culture with highly innovative and standardized products and services. An exciting working environment where, creativity has a space has been considered as best source of satisfaction to the employees, followed by good relationship between supportive and encouraging colleagues, subordinates and superiors. As far as third factor i.e. Human Resource Motivation Value is concerned, it is given through recognition and appreciation which boosts the self-belief of the employees. Self-belief among employees inculcates feeling of self-assurance for the work done by them. Fourth factor named Human Resource Welfare Value with variables like job security, promotion opportunities and acceptance and belonging has been found to have insignificant impact on satisfaction of the employees.

As far as private sector banks and foreign banks are concerned, the bank employee satisfaction is not influenced by the job security and promotion parameters as there is lot of employee turnover in these categories of banks. Employees stick to their jobs just for handsome salary and if they are offered more salary with high designation they are just ready to change off. The current employees are more concerned with healthy employer-employee relationship as primary focus and human resource welfare is not an inducing factor for employee attrition rate. Also, in the case of public sector banks, Human Resource Welfare Value has been found to be insignificant

because jobs are already secure in this category of banks. Promotion is a time bound process. They don't consider them as point of job satisfaction and an attractive opportunity for developing acceptance and belonging for their banking organisation.

DISCUSSION AND IMPLICATIONS

Influence of employer attractiveness dimensions of employer branding on bank employees satisfaction in India

As per the purpose of this research study, which has been to examine the impact of employer attractiveness dimensions of employer branding on the satisfaction of bank employees (managerial staff) in the banking context, it has been that found three out of four factors have significant impact on employees satisfaction. HRDV, OCDV, & HRMV have been found to be significant at 1 percent level of significance. However, HRWV has been found to be insignificant.

It has been found that employees feel satisfied when they are provided with good working environment and where they have positive relationship with their colleagues and superiors.

They feel delighted while working for the organisation where they get strong and clear culture and ethical values. It adds joy to their satisfaction level when employees receives attractive amount of salaries and compensation packages.

Opportunities to teach others, opportunities to apply their skills and hands on inter-departmental activities increase their confidence level and encourage them to perform better for recognition and appreciation from the management for the work done by them.

The employee is judicious about the company's employee experience policies and inquires hard about the reality of this experience. Important to an employee is the organisation's employee-employer relationship. So as to make sure that an employer brand is attractive, its focus should extend beyond recruitment to inclusion of orientation, reward, recognition and retaining of the right employees who are satisfied, who will also perform, and remain loyal as well as committed towards the bank.

However, HR professionals play an important role in the functioning of the organisation as they better know how to keep the existing employees committed towards the service brand.

Employees today are choosing to work for reputable organizations. They consider employers who value their employees and treat them fairly.

Employers as a brand don't have their root integrated in attracting the new talent only but the need has also grown to keep satisfied the existing workforce with the brand values and retain them for longer period. Therefore, employer must understand what employees seek for.

Organisations which manage to attract the best minds will have a distinct competitive advantage in the market place, but the organisation which is successful in retaining and happily employing the current employees in their jobs attain an extra niche in the mind of present employees as well as potential employees.

Employers need to lay more emphasis on employer attractiveness dimensions of employer branding while promoting and positioning themselves as employer brands.

There is the need for employers to measure, analyse and position their employer brand to the job market where they will keep their existing workforce contented and exultant.

CONCLUSION AND RECOMMENDATIONS

It can, therefore be concluded that an effective employer brand is essential for satisfying its existing workforce. A strong internal as well as external branding by organisations helps them to influence the employees' delivery of promised brand with the assumption of employees being satisfied from organisation. This study has focused on the banking industry in India that is one among several types of industries in the service sector and provides maximum employment to the potential employees. Further, employee satisfaction affects business performance, whereas, an attractive environment, culture and features can significantly contribute to long-term relationship between employer and employees.

Employer attractiveness seeks to leverage the relationship between employer and employee in a working ambience. A good and friendly working culture inbuilt feeling of belongingness in employees for the organisation. Employees feel more satisfied while working for the organisation. Moreover, satisfied employees tend to have higher performance level (Iaffaldano and Muchinsky, 1985) and secondly, provide higher levels of customer satisfaction. Satisfied employees can give promised service delivery resulting in customer satisfaction only if they are given a good, strong and sharing organisational culture. In a strong culture, the shared values among superior and subordinates and colleagues create greater motivation. More the employees feel proud to be associated with the organization's brands; more likely they are to become committed and to remain as loyal employees. Organizations with strong cultures are better able to capitalize on learning from the past, integrating successful practices into rituals and well-known stories that enable staff to adopt employer attractiveness dimensions of employer branding. When employees are aligned with their brand's values, they are more likely to find their own meaning at work and enhance the brand's values. In this way of adoption and

implementation of employer attractiveness aspect of employer branding these companies, at first should focus on the expectations of the current and prospective employees and target them.

FURTHER RESEARCH DIRECTIONS

Further research may be done to analyze the dimensions of attractiveness with a larger sample. This research work focuses on the satisfaction level of current employees from attractiveness dimensions related to employer attractiveness in the banking industry. Further work may be conducted by comparing the perceived dimensions of current employees and the general reputation of a specific organization.

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